

THE KRAUSE CENTER FOR LEADERSHIP AND ETHICS
ANNUAL REPORT 2011-12

24 August 2012

Section 1 *Overall Krause Center Goals for 2011-2012*

a. **Champion The Citadel Mission**

"Educate and develop our students to become principled leaders in all walks of life by instilling the core values of The Citadel in a disciplined and intellectually challenging environment."

b. **Establish/sustain a model Leadership and Ethics Center**

- Complete curriculum development for the four-year leadership model
- Obtain approval to implement the Junior Ethics Enrichment Seminar (JEEE) and the Senior Leadership Integration Seminar (SLIS)
- Ensure Sophomore Class Completion of LDRS 211 (service learning) requirements
- Execute Service Learning Heroism Day projects

c. **Enhance The Citadel's reputation**

- Maintain the focus on leadership scholarship and research
- Conduct a premier Principled Leadership Symposium
- Implement the Ethics Bowl Program
- Implement the Krause Ethics Essay Contest

d. **Develop a cutting-edge Leadership Education Program for Citadel cadets, CGC students, faculty, and staff**

Section 2 *Progress on Goals During 2011-12*

a. **Champion The Citadel Mission**

Throughout the year, The Citadel Experience Integration Team (CEIT) met to refine the leader development program and to define the process used by the College to educate and develop our students to become principled leaders. One of the CEIT's main deliverables for the year was the design graphic that depicts The Citadel Experience. This graphic has been approved and adopted and is in widespread use throughout the College.



The Krause Center team is at the core of the CEIT and provides the nucleus for capturing CEIT concepts and ideas and translating them into deliverable programs, events, and activities that contribute to The Citadel's mission. These deliverables are described in the following paragraphs.

- **Honor Committee Training**

Colonel Douglas H. Fehrmann, USAF (Ret), joined the Krause Center team in August of 2011. Col Fehrmann coordinated and monitored Honor Committee Training conducted in AY 2011-12. The training provided prospective honor committee members with quality instruction prior to final exams and the Spring semester's competing demands. The training also provided 2nd Class Cadets the opportunity to work side by side with sitting senior members of the Honor Committee during the spring 2012 semester. The process provided a smooth transition between the old and new Honor Committees. Col Fehrmann also chaired the Institutional Program Assessment Committee (IPAC) that developed new Standard Operating Procedures for use by the Honor Committee for AY 2012-13.

- **Leadership Education Program (LEP)**

Col Fehrmann and members of the Krause Center team attended and supported the Leadership Education Program which includes educational sessions during the 1100-1200 hour block on Tuesdays, and occasionally on Thursdays. The Commandant of Cadets is responsible for the conduct of this piece of the Leader Development Model. The LEP consists of 12 fall semester modules and 14 spring semester modules. The LEP focuses on the following general topics:

- Leader Development Training
- Honor Curriculum
- Career Services
- Alcohol and Drug Abuse Awareness
- Sexual Harassment/Sexual Assault Prevention
- Suicide Awareness and Prevention Training

- **Company Leader Development Teams**

These Leader Development Teams combined members of The Citadel faculty and staff to teach the Leadership Education Program curriculum, provide feedback and coaching to selected cadets, and assist the Company Tactical Officers as needed. The Krause Center funded the stipends paid to team members. As a general rule, each cadet company has the following personnel providing support, counsel, and oversight:

- Company Tactical Officer (Commandant's Department)
- Company Active Duty Officer (ROTC Departments)

- Unit Advisors (Provost-Faculty, Academic Advisors)
- Program Integrator (Provost or other designated Department/School/Staff)
- **4th Class Fall Ethics Seminar**

Col Doug Fehrmann, on behalf of the Krause Center, taught the fall semester Ethics Seminar during the Fourth Class Recruit period until Parents Day. Fourth Class cadets attended this weekly seminar in lieu of Sunday chapel services. The primary objective of this course of instruction is to familiarize the student with The Citadel's revised core values, the four pillars of leadership development, and the four-year Leader Development Model. Several case studies and current examples of ethical dilemmas were used to promote discussion.

b. Establish / Sustain a Model Leadership and Ethics Center

- **LEADERS 201 and LEADERS 211**

This was the second year that these two courses were a required part of a cadet's academic curriculum and a graduation requirement. Based on student and faculty feedback from the previous year, we redesigned the course from a leadership course to one focused on the three Citadel values of Honor, Duty, and Respect. The curriculum continued to use the Medal of Honor character development video series as the basis for class discussion. The course includes a focus on service learning as a key component of principled leadership. Every 3rd class cadet is required to complete 10 hours of an off campus service learning project. This experience creates a culture of service among our cadets and sets the stage for their voluntary participation for the rest of their cadet career and into their life as an alumnus. During this past year, 2,214 cadets, staff, and faculty participated in service learning, logging 13,420 recorded hours of service that equates to an estimated equivalent of a \$286,651 economic impact on the community. We continue to receive positive feedback from our cadets that clearly indicates that this experience plays an instrumental role in their leadership development program. Cadets produce a written reflective essay that is recorded in the *eLeadership Portfolio* that uses a national standard grading rubric to measure the ethical reasoning outcome.

- **LEADERS 311 and LEADERS 411**

Dr. Michael J. Fekula, Director of Academic Leadership Programs, completed the curriculum development for the four-year leader model which was staffed through the CEIT and approved by the Provost and the President for full implementation in the fall semester of 2012. This included the addition of the Junior Ethics Enrichment Seminar (JEEE) and the Senior Leadership Integration Seminar (SLIS). This year's effort focused on developing the curriculum, determining the resource

requirements, the selection and training of the staff and faculty, and finding the financial resources to conduct the program.

- **The Junior Ethics Enrichment Experience (JEEE)** (LEADERS 311) is designed to promote ethical culture. Based on Dr. Rushworth Kidder's landmark book, *How Good People Make Tough Choices*, it will be delivered by Citadel faculty and staff trained, certified and licensed by the Institute for Global Ethics. The seminar topics include recognizing why ethics matters, understanding trust, defining ethical values, and analyzing and resolving ethical dilemmas. The day includes a reflective writing exercise that is part of the cadet's *eLeadership Portfolio*. This essay will be graded using the same national standard grading rubric used to grade the LEADERS 201 Ethical Reasoning outcome. This process permits us to track the outcome of leadership development over the course of the four-year cadet career. Completing JEEE will be a graduation requirement starting with the Class of 2014.
- **The Senior Leadership Integration Seminar (SLIS)** (LEADERS 411) is designed to provide a full day reflective experience in an off-campus professional development environment. Cadets will engage with trained faculty and staff facilitators and with alumni and industry leaders to discuss the value of their moral character and their leadership lessons learned at The Citadel, and how they will apply their four-year leadership development learning toward being effective principled leaders as they transition to the next phase of their lives. Each cadet will produce a reflective writing document which will be mailed back to the author at a future date after graduation. In future years, this requirement will become part of their *eLeadership Portfolio* and will also be graded using the national rubric. Completing SLIS will be a graduation requirement starting with the Class of 2013.

- **Heroism Day 2011**

Under the joint leadership of Dr. Conway Saylor, the South Carolina Professor of the Year for 2012 and the Office of the Provost, the Krause Center planned and executed the Arland D. Williams Heroism Day on 8 November 2011. Prior to the event, Dr. Saylor organized and executed a "Training Night" which brought together 23 community partners who trained 145 cadets to be group leaders for Heroism Day and other ongoing service activities. The Krause Center coordinated 26 cadet teams to engage in service learning projects in the community on Heroism Day. Furthermore, 4th class cadets participated in the School Heroism Activity for Remembrance and Engagement (SHARE) program that placed 634 4th class cadets, led by 134 cadet leaders in 13 Charleston County School District Innovation Zone

schools. Heroism Day, a Krause Center initiative, has become an integral part of the College's calendar and an adopted part of the overall four-year leadership development experience. Beginning in AY 2012-2013, the day will be designated as "Leadership Day." Academic classes will not be held and every cadet will be required to engage in a leadership activity from the SHARE program for 4th class cadets, service learning opportunities for 3rd and 1st class cadets, JEEE for 2nd class cadets, and a SLIS opportunity day for 1st class cadets not participating in service learning events.

c. Enhance The Citadel's Reputation

- **Focus on leadership scholarship and research**

Dr. Saylor hosted and presented the training in three South Carolina Campus Compact training sessions. She also submitted applications for the President's Higher Education Community Service Honor Roll and the White House Campus Champions of Change Challenge award and service learning research abstracts to two regional and two national conferences. Dr. Saylor developed and utilized brief paper assessments for an on-site evaluation by cadets, leaders, and community partners; data currently being analyzed to document impact. She also revised and utilized an on-line service learning evaluation system for students doing service as part of courses. She completed three Institutional Review Board (IRB) proposals to allow for the reporting of evaluation data to document the impact on those serving and those being served. Finally, she piloted an essay prompt to be utilized with the Association of American Colleges and Universities (AAC&U) Civic Engagement Rubric 2012-20.

Dr. Fekula established and delivered the first *Citadel Leadership Enrichment Seminar* for 40 instructors engaged in Academic Leadership Programs representing 18 different units at The Citadel. He directs the Graduate Certificate in Leadership program. This program produced an enrollment of 40 students with four individuals completing the certificate in the fall of 2011 and six in the Spring/Summer semesters in 2012. He is also developing an online Master of Arts (M.A.) in Social Sciences in Leadership Program to commence in January 2013. He also oversaw the effort of 17 faculty members to develop 12 courses for online delivery.

- **Conduct a premier Principled Leadership Symposium**

Dr. Fekula and Col Fehrmann co-chaired the planning and execution of this year's event. Dr. William Bennett delivered the keynote Greater Issues address. This year we hosted five plenary speakers, seven Distinguished Leader panels, and 15 student delegate roundtables. The number of colleges and universities sending delegates to the Symposium more than doubled from 16 to 33 over the previous year, and the number of delegates from these institutions increased from 54 to 99.

The numbers of participants have consistently increased from the first seminar in 2008 which included 25 participants from seven universities.

- **Krause Center Banquet**

This years' program focused on "Educating Generations of Principled Leaders." The audience included cadets, faculty, staff, guests, and the Gold Corps alumni who returned for Corps Day activities. Presentations given by Mr. Tom Meservey, class of 2000, Cadet Julie O'Meara, and Cadet Jason Green clearly demonstrated the effectiveness of The Citadel's commitment to Principled Leadership.

Mr. Henry Johnson, class of 1975, received the 2012 Krause Center Award for Distinguished Service, Leadership, and Ethics. The award is presented to an individual who exemplifies the highest ideals of leadership through integrity and service to others. Mr. Johnson delivered an inspirational leadership message that touched everyone in the audience. He truly serves as a fitting role model for all to emulate.

- **Implement Ethics Bowl Program**

Ms. Noel Wall, an adjunct faculty member assigned to the Krause Center, trained a team of six cadets to compete in a three-round regional ethics debate competition against 24 other colleges and universities held at St. Petersburg College in Florida in November. The Citadel placed 17th out of 24 teams in their first competition.

- **Implement the 1st Annual Krause Ethics Essay Contest**

This contest was originally conceived by the Krause Center as a way to have Citadel students engage in solving an Ethical Dilemma. Ms. Noel Wall organized and coordinated this contest which consisted of a blind judging process. The winners were selected because of their writing and ethical reasoning skills. Students wrote a thought-provoking essay that identified an ethical issue, weighed the possible decisions, and offered a logical argument for the best and most ethical action for the given scenario. Twenty essays were submitted and evaluated by a three member judging panel consisting of Dr. David Allen, Head, Department of English, Major Pete Tortorici, Department of Aerospace Studies, and Mr. Doug Yates, Academic Support Center. Winners of the contest were: Honorable Mention - Brock Sittingander, a Junior in the Evening Undergraduate Program majoring in Business Administration (\$50); 3rd Place - Cadet Kyle Hardester, a Senior majoring in Political Science and minoring in Military Affairs (\$100); 2nd Place - Ben Gislason, a Junior in the Evening Undergraduate Program majoring in Electrical Engineering (\$300); and 1st Place - Cadet Franklin McGuire, a Sophomore majoring in English and minoring in Leadership Studies and History (\$500).

d. Provide cutting edge Leadership Education Programs for Citadel cadets, CGC students, faculty, and staff

- We strongly believe that our most effective leadership programs are those that involve our students, faculty, and staff with the opportunity to practice their skills in a real world environment. Professor Saylor successfully placed 88 students from three Psychology 202 sections into service learning projects, 68 students from six English 101 classes as part of a special veteran project, and consulted with seven faculty/staff in their efforts to build service learning into their graduate or undergraduate classes. She also organized and executed a Fine Arts Night for James Simons Elementary School with 45 cadet volunteers, 100 students and families, and 17 interactive stations and performances. She also coordinated support for The Special Olympics - Midwinter Games hosted by The Citadel.

- **Leadership Training**

In August 2011, the Krause Center, in conjunction with the Commandant's Department, conducted a week-long leadership program entitled "Leading your Peers," for the rising Cadet leadership. The training focused on cadet leaders and their staffs as they prepared for the matriculation of the Fourth Class and the return of the upperclassmen. The Krause Center supported and funded the entire week's leadership training program. Topics included peer leadership, core values, time management, leadership philosophy, roles and responsibilities, and a motivational speech by former United States Congressman, the Honorable J. Gresham Barrett, Citadel Class of 1983.

- **New Employee Orientation**

Col Doug Fehrman presented an ethics brief at each New Employee Orientation session throughout the year.

- **Student Conferences**

The Krause Center coordinated and funded cadet selection and travel to the West Point National Conference on Ethics in America, the College of Charleston Leadership Conference, the Young America's Foundation Conference, the Naval Academy Leadership Conference, the National Black Student Leadership Development Conference, the National Character and Leadership Symposium at the United States Air Force Academy, the Naval Leadership Weekend at Notre Dame, and leadership conferences at both Virginia Tech and VMI.

Section 3 *Mission and Goals for Academic Year 2012-13*

a. Mission

- "Coordinate, promote, and enhance the development of curricular and co-curricular programs in leadership and ethics that support The Citadel's vision to achieve excellence in the education and development of principled leaders."

b. Goals

- Implement the four-year leader development model that is supported by all Citadel students, faculty, staff and alumni.
- Coordinate and support development of the curricular and co-curricular programs needed to ensure success of the four-year leadership development model.
- Coordinate and promote programs that enhance The Citadel's reputation in leadership and ethics.
- Ensure standards of performance are created to measure success in the education of principled leaders and the outcomes are assessed and reviewed each year by the President and the Board of Visitors.